

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022
FOR
CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

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(A CHARITABLE INCORPORATED ORGANISATION)

CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

	Page
Legal and administrative information	1
Report of the Trustees	2 to 19
Independent Examiner's Report	20
Statement of Financial Activities	21
Balance Sheet	22
Cash Flow Statement	23
Notes to the Financial Statements	24 to 36
Detailed Statement of Financial Activities (These pages do not form part of the statutory accounts)	37 to 38

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**LEGAL AND ADMINISTRATIVE INFORMATION
FOR THE YEAR ENDED 31 MARCH 2022**

REFERENCE AND ADMINISTRATIVE DETAILS

Charity Name

Croydon Voluntary Association for the Blind

Other Working Name

Croydon Vision

Registered Charity number

1165086

Principal Charity Office

Bedford Hall

72-74 Wellesley Road

Croydon

Surrey

CR0 2AR

The Trustees serving during the year and to the date of this report were as follows: -

Trustees

Nigel Gooding CBE	- Chair
Richard Wragg	- Vice Chair
Alexey (Asher) Persits	- Treasurer
Frances Cullen	- Trustee
Kieren Exley	- Trustee
Jamie Henderson	- Trustee
Ketan Jadeja	- Trustee
Dhruvin Patel	- Trustee
Swarna Pillai	- Trustee

Chief Executive

Susanette Mansour

Senior Team

Natasha Thompson Campbell	- Operation's Manager
Mickella Hosannah	- Brand Lead
Josie Robson	- PR & Partnership Manager

Independent Examiner

Mark Blackwell ACMA

For and behalf of M H R Consultancy Limited

Chartered Management Accountants

Ferneberga House

Alexandra Road

Farnborough

GU14 6DQ

Principal Bankers

Natwest Bank

Croydon Whitgift Centre Branch

40 Whitgift Centre

Croydon

Surrey

CR0 1UQ

CAF Bank Ltd

25 Kings Hill Avenue

Kings Hill

West Malling

Kent

ME19 4JQ

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

The Trustees present their annual report together with the unaudited financial statements of Croydon Voluntary Association for the Blind for the year ended 31 March 2021. The financial statements have been prepared in accordance with the accounting policies set out in Note 1 to the accounts on pages 24 and 25 and comply with the Charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Croydon Vision is a charitable incorporated organisation constituted on 8th January 2016 and registered with the Charity Commission on that date. However, the organisation itself has been supporting the blind and visually impaired community since July 1923. The formation of this CIO was set up because of the merger with Bedford Hall, to become one entity. Furthermore, to restructure the governance of the Charity and convert from an unincorporated trust to a CIO. On 1st May 2017, all of the activities and undertakings of Croydon Vision (registered charity number 200482) were merged with this Charity. Croydon Vision (registered charity number 200482) was removed from the register of charities on 16th November 2017.

Recruitment and appointment of new Trustees

The Charity's constitution states that the number of Trustees shall not be less than three and not more than eight plus the Chair. At least two of the Trustees should, if possible, be members who are visually impaired with skills set that complement the board. The board is looking to recruit a Treasurer as the current Treasurer (Asher Persits) will be stepping down after 3 years of service. There is also a desire to recruit sight loss individuals to the Board with skills and drive to transform lives.

At every annual general meeting of the members of the CIO, one-third of the Charity's Trustees shall retire from office. If the number of Charity Trustees is not three or a multiple of three, then the number nearest to one-third shall retire from office, but if there is only one Charity Trustee, he or she shall retire. The Charity Trustees to retire by rotation shall be those who have been longest in office since their last appointment or reappointment. If any Trustees were last appointed or reappointed on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot.

The Charity Trustees may at any time decide to appoint a new Charity Trustee, whether in place of a Charity Trustee who has retired or been removed, or as an additional Charity Trustee, provided that the limit on the number of Charity Trustees would not as a result be exceeded. Trustees who retire by rotation are eligible for reappointment. A Charity Trustee who has served for two consecutive terms may not be reappointed for a third consecutive term but may be reappointed after an interval of one year.

Induction and training of new Trustees

The review process of Trustee recruitment and appointment has been positive for the organisation. To date, the Charity has attracted new Trustees from governmental agencies, legal and business industry. Trustees are now involved in various appropriate training to further strengthen their role. A Register of Interests for Trustees, staff and volunteers is in place and updated annually. Each Trustee has a champion role, to drive positive change and sustainability of the Charity long term.

Each Trustee undertakes an induction process, consisting of the following: meet and greet the team and understand our culture, Trustee welcome pack which contains policies, procedures and H&S processes. In addition, trustees are provided a copy of the CIO's constitution and any amendments made to it and a copy of the CIO's latest Trustees' annual report and financial statements. This is to ensure that Trustees carry out their responsibilities effectively; guided by advice provided from the Charity Commission.

Board members are encouraged to spend half a day at the Charity to further understand the operational aspect of the organisation. Furthermore, an annual event calendar is shared with Trustees with encouragement to attend some events. At each board meeting, financial and operational information is supplied together with suitable explanations, including front line presentation at Board meetings. Board members are expected to be aware of the various Charity Commission publications that can be obtained to assist them with their duties as Trustees.

Organisation

The Board of Trustees administers the Charity and generally meets every 12 weeks. A finance committee meets between these meetings and a meeting of the Finance or HR sub-committees is held when required. Other task and finish groups are formed based on needs.

The current Chief Executive is Susanette Mansour; appointed (2018) by the Trustees to drive positive change for the future. From 2018 to 2020, Susanette and the Team embarked on a Phase 1 journey, creating a Firmer Foundation, organisational change, and reconnecting Croydon Vision with the community. From May 2020, Croydon Vision stepped into Phase 2 which focuses on Purpose, People and Performance. There's a culture shift taking place at Croydon Vision, no longer just a 'tea and sympathy' organisation, instead, everything is laser focused on transforming lives on the journey to independence. The organisation is developing a blended model, Heart of a Charity, Mindset of a Business. The Team, Build to Sustain, Let's Talk and Improve groups and Susanette all meet and advise the Trustee Board as required. The organisation has now started the exploratory work for Phase 3.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT - continued

Leadership

Leadership and decision making of the Charity is delegated to the Chief Executive by the board of Trustees. The Chief Executive works closely with Management, staff and volunteers to fulfil the Charity's objectives and ensure the smooth and effective running of the organisation. The Chief Executive reports to the Chair and to the Board of Trustees.

The Trustees, CEO and the Management team comprise the key management personnel of the Charity in charge of leading or managing the running and operating the Charity on a day-to-day basis.

All Trustees give of their time freely and no trustee received remuneration in the year. One of our trustees (Frances Cullen) leads an activity at Croydon Vision and charges the organisation at a substantially reduced rate. Details of Trustees' expenses and related party transactions are disclosed on pages 27 and 28 in Notes 9 and 13 of the accounts.

Croydon Vision has fully embraced generational diversity whereby feedback and appraisals are tailored to individual needs rather than an annual process. The pay structure of staff focuses on culture contribution, the added value and performance. In view of the nature of the Charity, the Trustees benchmark against pay levels within the voluntary sector across London as well as the public sector, with some consideration of NJC pay scales.

Volunteers

Croydon Vision's Volunteers are simply awesome! At Croydon Vision when we refer to Team, it encompasses both volunteers and staff. In 2020, funds for the role of Volunteer Coordinator came to an end and therefore, with support from the Operations Manager, we continued smaller scale support for volunteers. The organisation is pleased to note that from June 2022, a Volunteer Liaison Officer has been appointed. The role is designed to build on Co-producing; an important pillar at Croydon Vision, and the **Volunteer Liaison Officer** will work alongside the team to deliver the three volunteering strands: Classic Volunteering, Skill Up and Route to Employment, laser focused in creating a **Movement to Empower** roadmap.

There are 46 volunteers that give many hours of their time to the Charity. Our social value from April to March 2022 was a whopping £70,277.62 – amazing support from our Volunteers. The Trustees and Staff Team would like to record their thanks for their valuable support. Croydon Vision was pleased that after 2 years of not being able to host its annual Celebrating Volunteers event, in June 2022, the staff team made it possible, with videos of thanks by members and staff, provision of a 3-course meal and gifts to volunteers. It was a lovely event with lots of compliments by volunteers.

"We were so pleased to have the celebrating volunteers event this year, it's a great way to catch up with volunteers who I do not generally see at day-to-day activities. I received a lovely gift, card and meal was amazing. I just try to make people as happy as I can, so I did not expect all the treat. I am very grateful for the recognition". **Jim S – Volunteer and Member**

"I became a volunteer in August 2019 after receiving much support initially as a member. My role as a volunteer is a befriender and I feel like I am making an impact on people's lives, as a visually impaired person myself I know how isolating sight loss can be so the fact that I can make a difference to someone's life is incredible." **Carole C – Outreach and Befriending Volunteer and Member**

Related parties and co-operation with other organisations

None of our Trustees received remuneration from their work with the Charity as Trustees. However, one Trustee leads an activity at Croydon Vision and charges the organisation at a substantially reduced rate. Any connection between a Trustee, CEO or Management of the Charity with Service user, external contractor or supplier of services must be disclosed to the CEO or Board of Trustees in the same way as any other contractual relationship with a related party.

Risk Management

The Trustees have been reviewing risk management frequently; especially since the pandemic of 2020. An integrated risk strategy is in place, led by the Treasurer and rest of finance committee. In addition, a risk management policy and register is now in place. The strategy comprises the following:

- An annual review of the risks which Croydon Vision may have to face.
- The establishment of systems and procedures to mitigate those risks; and
- The implementation of procedures designed to report on and minimise any potential impact on Croydon Vision should any of those risks materialise.

The Board of Trustees is confident that the planned process will enable them to identify the major risks to which the Charity is exposed and that they have established systems to mitigate those risks.

The Trustees re-appointed Mark Blackwell of MHR Consultancy Ltd to carry out an independent examination of the Charity's financial statements for the year ended 31 March 2022.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2022

OBJECTIVES AND ACTIVITIES

Croydon Vision's objects and funding limit the services we provide to those detailed in our charitable objectives. The Charity's Trustees have complied with the duty in section 17(5) of the 2011 Charities Act to have due regard to the guidance published by the Charity Commission. Our primary beneficiaries are those people with sight loss or individuals with an interest in sight loss.

OUR CULTURE DEFINED:

We put **People First**
We **Empower** our **People**, on the journey to independence
We take great pride in our **Vibrant Community**.

OUR VALUES

Awareness - Flexible to enhance efficiency

The people we work with face a whole range of different challenges, each of which demands a different response. We have to be agile to effect change.

Compassion - Always ready to act

We approach problem solving and empowerment with empathy, without that our efforts will make minimal difference.

Teamwork - Together we achieve more

By sharing skills, energy, expertise, and experience, we know we can do more, so we work together to make things better for our members and their families/carers.

Integrity - Always do the right thing

We're steadfast in our commitment to making a real difference to real people.

Diversity - Each person is unique

We're here to value each other and make a difference. Our diversity is a fundamental part of what makes our community special.

INTRODUCING OUR WHY, HOW and WHAT we do...

OUR VISION: Why we do what we do.

We envision reaching every person with sight loss in Croydon, to transform their lives from dependence to independence.

OUR MISSION: What we do

We're here to encourage independence, confidence, and personal development among our blind and partially sighted community. Encouraging people in Croydon to re-evaluate what's possible – because there is life after sight loss.

OUR 5 STEP MODEL: How we do this (Personal development):

We have a five-step process because we believe that transformation is a journey...

Stage 1 – Rebuilding:

Connecting with our vibrant community, Advice & Advocacy, counselling, peer support and active well-being.

Stage 2 – Re-direction:

Walk alongside each person, on their journey to design an individualised plan of action.

Stage 3 – Upskilling:

Improving social mobility through education, technology, and digital inclusion.

Providing coaching, mentorship, and intergenerational activities; power of learning and sharing together.

Stage 4 – Applying Knowledge:

Volunteering opportunities, route into work, reviewing CVs, mock interviews, business planning and more.

Stage 5 – From Survival to Thriving:

Employment or entrepreneurship, becoming an ambassador, a change agent for sight loss.

OBJECTIVES AND ACTIVITIES - continued

There are three branches to our work...

Practical support

We work directly with people affected by sight loss in a number of different ways. Providing quality information, advice, advocacy, tech training and counselling services are invaluable in helping blind and partially sighted people to thrive, in spite of their sight loss. We also combat the isolation and powerlessness that can come hand in hand with visual impairment, by facilitating peer support groups and recreational activities.

Spreading awareness

It isn't just blind and partially sighted people that we work with. By informing and educating carers, family members, employers and the public about the challenges faced by blind and partially sighted people, we're gradually helping to change perceptions.

Improving services

We don't operate in a bubble. Working with Moorfields, GPs, optical professionals, sensory impairment team, local and national voluntary organisations means the provision available for our members in Croydon is joined-up and timely.

Introducing our Model - Heart of a Charity and Mindset of a Business

Purpose: a more sustainable organisation, dedicated to transforming lives.

Heart of a Charity and Mindset of a Business was borne out of the question 'Why?'

During the pandemic, we questioned why some members couldn't afford lunch; the reason behind asking was to understand the possible barriers they have and how we can improve lives. For example, someone might be paying an excessive amount for utility supply and a switch could save them funds each month. A person may have limited benefits because they haven't undertaken a 'means test' in a few years and therefore are struggling to live well. We focused on addressing these issues and, as a result, in a year, our Advice & Advocacy Officer supported members to improve their finances, recouping £100,804 for 16 individuals, thereby, transforming lives, promoting equality through empowerment and these members now able to access paid for services as well as non-paid services. Starting with why; a doorway for positive change than 'tea and sympathy'

Phase 2 at Croydon Vision simultaneously applies to personal development and strategic business development for everyone. The two things are inextricably connected; without broadening our minds and our ability to reflect and grow, we can't visualise and action the transformation that needs to take place at Croydon Vision (CV).

Why a Culture Shift:

- Resources and funds will become more competitive year on year
- We want to develop a model that supports Croydon Vision to diversify income streams, building to sustain for the next 100yrs.
- The perception of the value of what we offer is diminished by it being 'free'
- Encouraging an environment from dependence to interdependence; 'what can CV do for you, what can you do for CV?'
- Simply giving to people without thought doesn't encourage independence (we want to give fish and then intentionally train people how to fish – sustainability).

Our Visual Awareness Workshop is a prime example of hearts and minds together.

- Members informed us that most shops and GP surgeries aren't sight loss friendly - this resulted in members undertaking mystery shopping at locations and feedback a report
- We then approach the business, health care professionals and GP surgeries, to provide paid for visual awareness workshops
- The business benefits from increased sales and becoming more inclusive, a change agent
- The income from workshops pays out our working age cohort, becoming self-employed.
- The rest of the funds offset some organisational costs, to provide vital services for everyone.

Our Products (development stage):

- Lunch (both at Croydon Vision and takeaway)
 - Asset based approach – utilising our building to generate income (Hall Hire *2, office rental space etc)
 - Visual Awareness Workshop
 - Accessible Tech
 - Employment service, Advice & Advocacy (Potential for development)
-

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2022

OBJECTIVES AND ACTIVITIES - continued

Benefits of this model:

- The money we charge is invested back into CV, ensuring resilience, growth, and improvements for the very members we serve.
- Members coming to us benefit from readily adapted, inclusive services and visual impairment (VI)-awareness.
- A wealth of anecdotal evidence tells us that sharing experiences and simply being with fellow VI people is priceless.

ACHIEVEMENTS AND PERFORMANCE

Our biggest achievement this year was to reflect; pause and think - **to Start with 'Why.'** To step out in boldness and assess our services, what do we **keep, stop, or start doing.**

Making sure that phase 2 of Purpose, People and Performance aligns with everything we do. We focused on building resilience for the future, starting with personal, organisational and sector wide. We very much believe that personal growth is the only guarantee that tomorrow will be better.

In preparation for our strategy 2023-26, we recently hosted an away day consisting of members, volunteers, staff, Trustees, and some external partners - aims for the day was:

- To reflect on and celebrate our achievements
- To assess our current performance and the environment in which we operate
- To plan how we develop, both in the next three years, and over the next one hundred years

One of many questions the facilitator (Richard Sved) asked was, what are you most proud of Croydon Vision and response:

- Our resilience
- Our impact and purpose
- Defining our Culture
- Our sense of community and teamwork
- That we thrived in the pandemic despite the challenges
- Our range of services
- Our young, diverse board
- The strong sense of friendship and belonging.
- Strong listening, dialogue, and consultation process to turn ideas into services, project development
- Key focus on personal resilience, personal development for everyone (book clubs etc)

Other achievements:

- From 12% (2018) to 25% of staff with sight loss (2022)
- Impact reporting – key evaluation measures using our 5 steps process
- Identifying needs and finding solutions:
- Lift installation and building work to improve accessibility
- Formation of our model; Heart of a charity and mindset of a business
- Our bricks and clicks approach
- Started the groundwork to reach the Lost 500 in Croydon
- Creation of our 5 steps model, providing much clarity on impact reporting; for both existing and new members.
- In/outward focus; creating awareness of sight loss and avoidable sight loss
- Partnership with Moorfields to increase Low Vision clinics
- New IT suite to increase independence of group and one to one training

"The atmosphere at Croydon Vision is wonderful. It's more of a family than anything else"; as one member recently said to me, "I don't know what I'd do without this place". Sue Ardley, Volunteer.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2022

ACHIEVEMENTS AND PERFORMANCE - continued

Learnings & Improvement:

We are an organisation that believes in the power to test, fail, learn, re-evaluate, and grow. We are developing a 'Trust Leadership' culture, shared values and communicating strategic intent throughout the organisation. When you speak in our organisation you will be heard, what you say carries power. Speak honestly, speak frequently and use the power of conversation to make a difference.

Areas to develop further:

- Recruitment process – finding the right people to deliver our vision, mission, and values
- Performance evaluation – enhancing our processes, not to delay when someone isn't the right fit at CV
- Team culture – volunteers and staff events to further bridge gaps and promote effective communications
- Systems review – what worked 3-4 years ago may not potentially be suitable for the New Now
- Culture shift from entitlement to what can I do for CV

We continue to be guided by our strategic plan 2020-23, borne out of a year's worth of work, consulting with our members, volunteers, staff, Trustees, and external stakeholders, to establish our values and steer organisational change. Our 5 areas of focus are:

- Co-production – our members to actively shape service development
- Community – improving our reach and engagement in Croydon
- Accessibility – transforming our premises and improving technology usage
- Holistic Health – putting our members at the centre of their care pathways
- Sustainable Reach – improving our brand, communications, and income stream

The effect of Covid-19 emerged new challenges and opportunities and therefore, additions to our 5 areas included:

- Being bold to keep, stop or start new services
- Build the ultimate lifelong learning community for our people because we believe that personal growth is the only guarantee that tomorrow will be better.
- Improve employment rate from 27% (nationally), 10% (locally) to 25%
- Be an organisation that is financially sustainable through our model, heart of a charity and mindset of a business.
- Expand our reach to all individuals with severe sight loss from 60% to 100% by 2026.

We've begun the work to develop our next 3yrs strategy and beyond. Our recent Away Day at Farleigh Golf Club cemented our resolve to remain impactful and continue to work together as a unified community to build the next 100 years. But alongside reflection, empowerment, and ambition there'll be celebration too! We're planning a whole host of events and celebrations leading up to the centenary in July 2023.

Some of the questions from the Away Day: Where do you see Croydon Vision in the next 3 years, the next decade, and the next 100 years? And perhaps, more importantly, how can you be a part of where we're headed?

Gold mining that resulted from the Away Day were:

- Co-creation – using our broad and engaged community to pilot new business development opportunities.
- Strengthening – cementing our heart of a charity and mind-set of a business model in everything we do.
- Resilience – we want to remain impactful and will continue to work together as a unified community to build the next 100 years.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2022

ACHIEVEMENTS AND PERFORMANCE - continued

Next steps in developing our strategy:

- To listen more and capture feedback from key stakeholders and incorporate it into our strategy.
- Development of our strategy from October to January 2023.
- Further exploration of our Phase 3 plans – building for the next 100 years.
- Our Centenary, July 2023 – counting down celebration (quarterly).
- Launch of our strategy 2023-26.

The Challenges & Opportunities (post pandemic)

The COVID-19 crisis has affected societies and economies around the globe and will permanently reshape our world as it continues to unfold. While the fallout from the crisis is both amplifying familiar risks and creating new ones, change at this scale also creates new openings for managing systemic challenges, and ways to build back better.

It would be great if reopening were as simple as unlocking the doors and saying, "Welcome back!" However, our experience at Croydon Vision has seen members returning to some semblance of normality that required numerous operational adjustments that are still underway.

The pandemic has been an ongoing learning experience that has prompted an across-the-board assessment of how we function. During this reorganisation opportunity, we've assessed what we really needed; eliminated or reconfigured several staff positions; and hired for the new positions we created, based on our culture and values.

Legacy Income drops to lowest in 4 years

Croydon Vision's legacy dropped this year, Charities' annual income from legacies has dropped to £3.2bn, its lowest in four years, according to a new report. Legacy income for charities in England and Wales fell by 7% year-on-year from £3.4bn to £3.2bn in 2020-21 due to administrative delays at the probate service and the impact of the Covid-19 pandemic, according to Smees & Ford's annual legacy trends report. However, the report estimated that legacy income for smaller charities (with an income of less than £500,000) rose sharply to £496m during the year.

The local context: how much has it changed?

- Croydon Council declared bankrupt – impact on services and people falling through gaps, funding etc – recruitment restricted.
- Small business decline.
- Croydon Council's poor reputation has impacted upon funders.
- Sensory impairment team overwhelmed, increased delay for rehabilitation services.
- Everything became virtual through pandemic – technology use is important.
- Croydon has become poorer relatively – economically and socially.
- Low traffic blocking – increased and causes huge transport delays.
- Moved from Labour to Conservative.
- Difficult to make a doctor's appointment (face to face).
- High inflation and related impact on public services for some years.
- Will this happen after the council's bankruptcy - Westfield to come to Croydon?
- Inflation and stagflation.

These issues present an opportunity for us to talk about needs and find solutions.

What are the critical strategic issues for Croydon Vision?

- Access to a list of people with visual impairment in Croydon, those who are not getting the service.
 - Secure our funding streams – earn our own income.
 - Diversify fundraising to move away from heavy reliance on trusts and foundations.
 - Staff continuity – the right people who add value.
 - Recruitment e.g., working from home vs community outreach required.
 - Shifting members and team mindset from what we can do for them to what they can do for themselves.
 - Use of technology.
-

ACHIEVEMENTS AND PERFORMANCE - continued

How can organisations and Croydon Vision work together, how can we help businesses?

- Find out what we have in common – businesses with heart and minds.
- How to complement and not just compete – not all chasing government funding.
- Avoid becoming insular.
- Joint funding bids.
- Organisations to understand the value of working with people with sight loss, not just volunteering.
- Recognise that it's not just about sight loss – work with other disabilities.
- Successful partnership working already.
- Opening up – members have direct experience through training etc. - e.g., Croydon Adult Learning and Training (CALAT) etc.
- Build working partnerships with other charities.
- Connect and reach out more to businesses, places of interest e.g., Fairfield Halls.

Our Vibrant Community

We are passionate about empowering blind people through a range of initiatives; but it all starts with being open. So, by working with the community at large we're determined to smash taboos, break down walls and encourage people to re-evaluate what's possible for those who are blind or partially sighted. Our 5 steps model for transformation has enabled us to be laser focused and the below activities help us monitor data into powerful insights, thus seeing people's lives change from dependence to living independently.

- Advice & Advocacy
- Low Vision Clinic
- Talking Therapies
- Sight Loss Workshops
- Tech Training
- Outreach Service
- Young People
- Route to Employment
- Transport & Lunch
- Various Social Group

WHERE WE BEGAN

WE'VE BEEN DOING THIS SINCE 1923

1923

Croydon Voluntary Association For The Blind was formed.

1924

The Ministry of Health granted CVAB £100 pa for administrative and teacher training for the sight loss person and an office was hired at £30 pa.

1939

War Time Evacuation - Approximately 90 blind people in with 60 necessary guides were evacuated to East Sussex County Council with CVAB paying for their board and lodgings.

1973

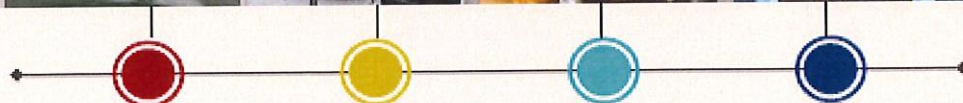
Bedford Hall became the headquarters and social centre for Croydon Vision. Transport was provided to bring members into Bedford House for activities and socials, plus keep fit club and handicraft classes. Wireless sets were given to members along with various aids provided by the RNIB. Financial help was given to those in need. Grants were given to owners of guide dogs.

1980

The Queen makes a visit to CVAB to see the work at hand and appreciate the volunteers and staff.

The New Now - Croydon Vision

Our members at the centre of their care pathways.



OUR 5 STEP MODEL

BECAUSE WE BELIEVE TRANSFORMATION IS A JOURNEY

From Surviving to Thriving

Members empowered as agents of change, as ambassadors for sight loss and mentors

Applying Knowledge

We empower those with the skills to volunteer with us or other community organisations

Upskilling

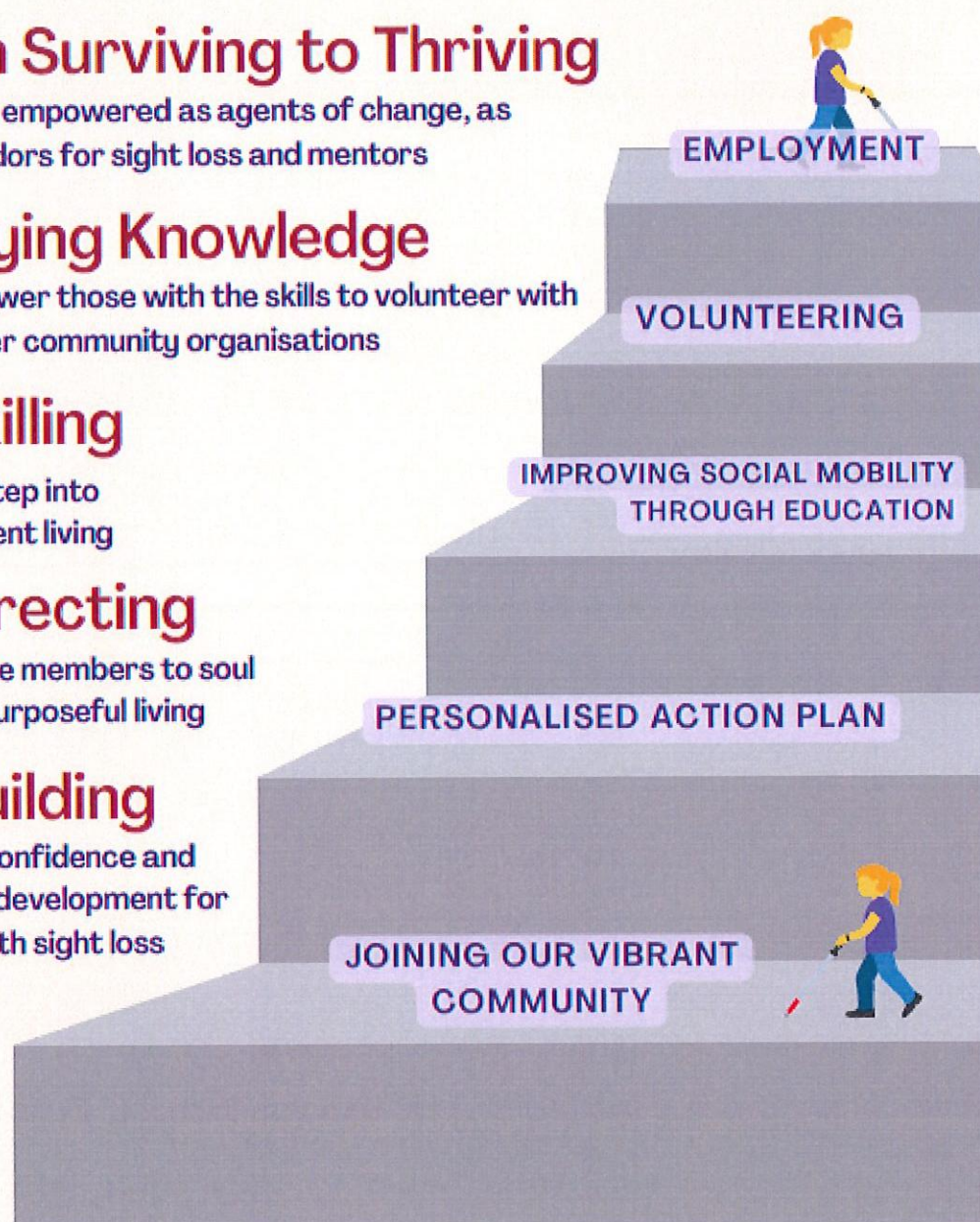
Skills to step into independent living

Redirecting

Encourage members to soul search, purposeful living

Rebuilding

Building confidence and personal development for people with sight loss

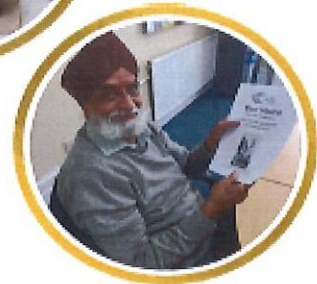


ACHIEVEMENTS AND PERFORMANCE – continued

HOW WE CREATE CHANGE

THE SERVICES WE OFFER

It's free to become a Croydon Vision member, and our members and their families / carers can take advantage of a range of free and low-cost services and activities such as:



Advice & Advocacy



Low Vision Clinic



Route to Employment



Sight Loss Workshops



Tech Training



Outreach Service



Young People



Transport & Lunch



Social Groups



Just one in four people living with sight loss are in work (27% approx), a situation that has only worsened in the last few years. In Croydon, only 10% are employed – we need to act fast...

ACHIEVEMENTS AND PERFORMANCE – continued

Voices of our Members

"Croydon Vision is changing the way I see disability" - **Newly diagnosed Member**

"I want people to see what I can do, not what I can't do – **Newly diagnosed Member**

"Croydon Vision is a friendly place, and during my induction, it was nice to have an informal chat with everyone." **Roger C**

"I never thought about what it would be like to be blind before I lost my sight. Why would I? Now talking with other people who are visually impaired helps me to feel better. Glen (Advice & Advocacy Officer) showed me that even though he doesn't see very clearly - like me - his equipment helps him to do things." **Abdul C**

"I have zero balance, makes it hard to keep active - with Croydon Vision's keep fit sessions, I can seat and exercise, so ideal." **Roger C**

"This sight loss matter is a long journey; one I was in denial of but since recently joining Croydon Vision there's been a big shift in the way I see my future going... Just to be able to talk about life and what we're feeling with other people who have lost their sight, oh my gosh, it's so helpful - Member requested undisclosed

"Croydon Vision has given us hope and assurance of the extent of independence one can have, using tech gadgets. This will help anyone with similar and other conditions achieve." **Sylvia WK, Wellbeing You**

"Croydon Vision's Living With Sight Loss workshop opened up a whole world of possibilities to me."

"I knew mobile phones did a lot of things, but I am amazed at how they can support people with visual impairment". – attendee of Visual Awareness Workshop

"Before joining Croydon Vision, I always thought I wouldn't want to live if my sight deteriorated. Odette's spirit and her value and the things she can do though, she makes life seem so valuable."

"The food was so good; this is the best cook we have had a CV since the start - I would not have been able to cook a Christmas dinner anymore so thank you!" **Evelyn D**

"So great we can rely and depend on someone to be there to help." – **James C**

"Thank you, CV for your support & encouragement in assisting me with my job application for Tour Guide Dialogue Experience." – **Carol C**

"During the adapted service, I looked forward to Croydon Vision speaking to me at my door, I felt joyful". - **Lloyd**

ACHIEVEMENTS AND PERFORMANCE – continued

The Impact Of Our Services As We Transform More Lives

"I was amazed at the variety of activities and skill up programmes they provide for people in Croydon." Anthony



Reached **33%**
more people with severe
sight loss, the Lost 500

24%

had more money or
control over their
finances



We served
2,527 meals
promoting an eat, live and
age well culture



Generated
£100,804
for 16 individuals

Our rebuilding programme means
of people had better relationships with other
people

93%



We installed a LIFT
and improved
accessibility to
reach many more
people!

9
members went on to
volunteer at Croydon Vision



4
gained
employment

1,706

accessed our transport
service, to participate in
various activities



ACHIEVEMENTS AND PERFORMANCE – continued

Bricks & Clicks Ways of Working

We've committed in maintaining a connection with our members through bricks and clicks, post pandemic. To provide life-changing technology and creating online content that reflects our work. Our social media continues to grow, steadily...



FUTURE PLANS

LOOKING INTO THE FUTURE

WE HAVE BIG PLANS AHEAD



By the year **2025**,
Croydon Vision will

Build the ultimate
lifelong learning
community for
our people

Expand our
reach to all
individuals
with **severe
sight loss**
from 60%
to 100%.

WE ARE DEVELOPING FROM OUR AWAY DAY

- 1) Co-Creation – using our broad and engaged community to pilot new services, partner with businesses to improve accessibility and increase employment.
- 2) Strengthening – cementing our heart of a charity and mind-set of a business model in everything we do - we test, fail, learn and grow.
- 3) Resilience – we want to remain impactful and will continue to work together as a unified community to build for the next 100 years.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2022

FINANCIAL REVIEW

Statement of Financial Activities

The Statement of Financial Activities is shown on page 21, with a more detailed analysis of income and expenditure within the notes to the financial statements.

Risks, Reserves, and Insurance

The effect of the pandemic took a financial toll on Croydon Vision (CV). We had plans to commence a lift and building project late 2020. Our aim was to fundraise throughout 2020, to realise the dream. However, most funders shut down regular grant programmes and focused mainly on emergency funding when Covid-19 became a pandemic, which was essential yet a fall back for us. This resulted in some decision making, to utilise reserves whilst we pursue fundraising in 2021.

It was a challenging time, not only for generating capital income to fund the lift and building project, we also had a shortfall on service provision income, loss of rental income and therefore, resulting in an overall deficit of £340,443.

The performance, when adding the overall costs of the lift was in line with the budget and with expectations. Overall, for the period the bottom line was deeply in the negative, utilising the better part of Croydon Vision's reserves. The expected cash reserves available for the organisation as of March 2022 end amounted to £176,412 which equates to five months of operations. This conservative level of reserves will require close budget monitoring, including holding a balanced budget at least until reserves are back to cover at least six months of operational costs £209,722.

However, apart from using time as a proxy for risk, we really want to assess and cover risks adequately. The point of a risk-based reserves policy is to recognise that reserves are needed both for liquidity and to cover risks. Traditional reserves policies based on three-to-six months' turnover are overly focused on using time as a proxy for risk – we want to look further and wider than restricted.

Income

In the 12 months of 2021-22 totalled £512,409, (2021: £532,058) and was generated through grants, donations and legacies (£414,157), fundraising events (£5,080) activity income (£60,692), 20% above original budget due to increased demand for lunch service and hall hire, and other income (£32,480), mainly from flats rental. More information on projects can be found elsewhere within this report and these Financial Statements. Most of these grant funding covers multiple years and has therefore changed the income profile of the Charity in the short to medium term.

Expenses

For the period amounted to £852,852, (2021: £565,407) of which staff costs (salaries, national insurance, and pension costs) amounted to £291,109, grossly in line with the annual budget for the period. The overall number of employees at the end of March 2022 was 11. In addition to the staff cost, a total of £350,742 was invested in the lift project. This amount was £10,000 above the final expected amount and £168,519.60 above the original budget. This increase is mainly as a result of increasing construction costs, discovery of additional unplanned works (example: pottery room) and refurbishment of the basement as space to hire.

Impact analysis (summary):

Without some actions this year, we could have dipped into reserves further and therefore, a scale back approach was put into place. This was challenging for the Team, however, with a hands-on approach, collaboration, and role sharing, we achieved the below:

- 11.6% - decrease on expense for salaries
- 17% - increase in rental income, attributed to income from Moorfields Eye Hospital
- >100% - increase in Hall Hire income from £4,660 to £31,987 (post lockdown effect)
- 61% - decrease in fundraising income, however, 44.6% increase in donations
- £207,800 - grants raised for lift and building project (total of 8 funders – thank you!)

Principal funding sources

The Charity is dependent upon grants and donations from individual donors and institutions. Details of the Charity's income is set out in Notes 2 and 3 on page 26 of the accounts.

Balance Sheet

The above result led to a deficit of £340,443 (2021: £33,349), which has resulted in a combined fund balance of £1,554,551 (2021: £1,884,994) at the year end. The Charity's free reserves are £176,412 (2021: £352,802). An analysis of the funds can be found in Note 18 on page 30, with the movements within each fund detailed in Note 19 on pages 31 and 32.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2022

FINANCIAL REVIEW

Plan of Action (diversifying income)

We now have a Fundraiser at Croydon Vision (February 2022) and who is starting to yield investment through successful grants awards. In addition, Croydon Vision continues to develop its products, especially the Visual Awareness Workshops and with support from CAF Resilience fund, a build to sustain lead was recruited for, to drive product development and further increase sight loss awareness in Croydon.

Investment policy

The Trustees are responsible for the safekeeping of all assets of the Charity and may invest funds as they see fit.

Reserves Policy

Croydon Vision adopts the following principles in relation to on-going project funding:

- Planning for staffing changes will align with project-funding timeline; staffing expenditure will not be met by reserves.
- In exceptional circumstances when Trustees expressly wish that a specific activity continues and have a strong and realistic expectation that new funds will be received, designated funds will be used to sustain posts for a defined period
- Redundancy for all members of staff for whom redundancy is applicable.
- Staff long-term sickness.
- Contracts and commitments, including Telephones, IT
- Accountant, HR Contract and legal costs.
- 6 months operating cost of core (£34,962 per month, totalling £209,772).

The Trustees undertake a yearly assessment of its general reserves. The Board decided, based on the impact of Covid-19 (fundraising), to self-invest in some service delivery and the lift and building works 2022. As a result, unrestricted reserves decreased, covering just 5 months of operational activities (£176,412). The Board, CEO, fundraising lead and management have a contingency programme to increase reserves to nine months within the next three years, factoring inflation.

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31 MARCH 2022

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees are responsible for preparing the Report of the Board of Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

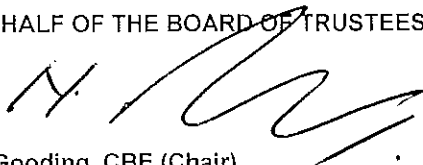
The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provision of the constitution requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the Charity for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the SORP 2015 FRS102;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the Charity and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

ON BEHALF OF THE BOARD OF TRUSTEES



Nigel Gooding, CBE (Chair)
For and on behalf of the Board of Trustees

21 September 2022

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND

I report to the Trustees on my examination of the accounts of the Croydon Voluntary Association for the Blind (the Charity) for the year ended 31 March 2022.

Responsibilities and basis of report

As the Charity Trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Charities accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Mark Blackwell ACMA
M H R Consultancy Limited
Chartered Management Accountants
Ferneberga House
Alexandra Road
Farnborough
GU14 6DQ

21 September 2022

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022

				2022	2021
	Notes	Unrestricted funds £	Restricted funds £	Total £	Total £
INCOMING AND ENDOWMENT FROM:					
Donations and Legacies	2	69,987	-	69,987	66,081
Charitable activities	3	49,382	325,207	374,589	422,173
Other trading activities	4	67,811	-	67,811	43,789
Investments	5	22	-	22	15
Other Income		-	-	-	-
Total Income		187,202	325,207	512,409	532,058
EXPENDITURE ON:					
Raising funds	6	7,259	2,375	9,634	7,537
Charitable activities	7	317,810	510,003	843,218	557,870
Total Expenditure		325,069	512,378	852,852	565,407
Operating (Deficit)/Surplus		(137,867)	(187,171)	(340,443)	(33,349)
Net gains/(losses) on investments		-	-	-	-
Net (expenses)/Income		(137,867)	(187,171)	(340,443)	(33,349)
Transfer between funds		(150,669)	150,669	-	-
Net movement in funds		(288,536)	(36,502)	(340,443)	(33,349)
RECONCILIATION OF FUNDS	19/20				
TOTAL FUNDS BROUGHT FORWARD		777,488	44,120	1,063,386	1,884,994
TOTAL FUNDS CARRIED FORWARD		488,952	7,618	1,047,981	1,884,994

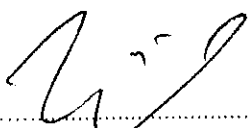
CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

BALANCE SHEET
AT 31 MARCH 2022

		2022	2021
		£	£
FIXED ASSETS	Notes		
Tangible assets	14	1,381,851	1,419,101
Investments	15	<u>458</u>	<u>458</u>
		1,382,309	1,419,559
CURRENT ASSETS			
Stock		1,399	1,722
Debtors: amounts falling due within one year	16	160,504	41,337
Cash at bank		<u>157,424</u>	<u>478,855</u>
		319,327	521,914
LIABILITIES			
Creditors: Amounts falling due within one year	17	<u>(157,085)</u>	<u>(56,479)</u>
NET CURRENT ASSETS		<u>162,242</u>	<u>465,435</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>1,544,551</u>	<u>1,884,994</u>
NET ASSETS		<u>1,544,551</u>	<u>1,884,994</u>
TOTAL FUNDS OF THE CHARITY	19		
Unrestricted funds		176,412	352,802
Designated funds		312,540	424,686
Restricted funds		7,618	44,120
Endowment funds		<u>1,047,981</u>	<u>1,063,386</u>
TOTAL FUNDS		<u>1,544,551</u>	<u>1,884,994</u>

The financial statements were approved by the Board of Trustees on 21 September 2022 and were signed on its behalf by:


Nigel Gooding - Chair/Trustee


Alexey Persits - Treasurer/Trustee

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	2022 £	2021 £
Cash flows from operating activities:		
Net cash provided by operating activities	(321,431)	32,668
	(321,431)	32,668
Cash flows from investing activities		
Sale of investments	-	-
Sale of fixed assets	-	1
Purchase of fixed assets	-	(18,950)
Cash provided by (used in) investing activities	-	(18,949)
(Decrease)/Increase in cash and cash equivalents in the year expended	(321,431)	13,719
Cash and cash equivalents at the start of the year	478,855	465,136
Cash and cash equivalents at the end of the year	157,424	478,855

CASH FLOW NOTES

	2022 £	2021 £
Reconciliation of net movement in funds to net cash flow from operating activities		
Net (expenditure) income for the reporting period (as per the statement of financial activities)	(340,443)	(33,349)
Adjustments for:		
Add back depreciation charge	37,250	39,418
Decrease/(increase) in stock	323	(36)
(Increase)/Decrease in debtors	(119,167)	9,444
Increase/(decrease) in creditors	100,606	17,191
Net cash used in operating activities	(321,431)	32,668

	2022 £	2021 £
Analysis of cash and cash equivalents		
Cash and cash equivalents	157,424	478,855
Total cash and cash equivalents	157,424	478,855

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES

A summary of the principal accounting policies adopted judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation of the Financial Statements

The financial statements have been prepared in accordance with Accounting and Reporting Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011 and applicable regulations.

Croydon Voluntary Association for the Blind meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest £.

Judgement and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the Charity is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Trustees. Unrestricted funds may include designated funds where the Trustees, at their discretion, have created a fund for a specific purpose.

Restricted funds can only be used for restricted purposes within the objects of the Charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes. Where required, a monitoring report is sent to the donor or funder detailing expenditure. Further explanation of the nature and purpose of each fund is included in Note 20 on pages 33 to 35.

Income

All incoming resources are included on the Statement of Financial Activities (SoFA) when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Grants and donations are only included in the SoFA when the general income recognition criteria are met.

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

Costs of raising funds is detailed on page 27 in Note 6, and comprises the costs associated with attracting voluntary income and any fundraising events. Charitable expenditure is detailed in Note 7, and comprises those costs incurred by the Charity in the delivery of its activities. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature to support them.

All expenditure is accounted for on an accruals basis.

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES – continued

Going concern

The financial statements have been prepared on a going concern basis, as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements and consider these sufficient for the Charity to be able to continue as a going concern.

Tangible fixed assets

Tangible fixed assets are stated at cost or valuation less depreciation. Individual fixed assets costing £1,000 or more are capitalised.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Asset Category	Annual Rate
Motor Vehicles	25% on cost
Specialist Equipment	25% on cost
Computer Equipment	33.33% on cost
Fixtures and Fittings	20% on cost
Freehold Buildings	2% on cost
Land	No depreciation

Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price when the amount is material. The income arising on the investments is shown under investment income in the Statement of Financial Activities.

Gains and losses on investment assets disposed of are shown as gains and losses in the Statement of Financial Activities.

Cash at bank and in hand

Cash at bank and in hand represents bank accounts where funds are available on demand.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are recognised at the invoiced cost prepaid.

Creditors and Provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Taxation

The Charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010. Accordingly, it is potentially exempt from taxation in respect of income and capital gains received to the extent that such income or gains are applied to exclusively charitable purposes. No provision for taxation has been made in these financial statements.

Pension costs and other post-retirement benefits

The Charity operates a defined contribution pension scheme and was offered to all staff. Contributions payable to the Charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2022

2. INCOME FROM DONATIONS AND LEGACIES

	2022	2021
	£	£
Donations	19,148	13,242
Grants and Service Level fees	49,839	49,839
Legacies, Bequests and In Memory	1,000	3,000
Salary Contribution	-	-
	<u>69,987</u>	<u>66,081</u>

Income from donations and legacies was £69,987 (2021: £66,081) of which £69,987 was unrestricted (2021: £66,081) and £nil was restricted (2021: £nil).

3. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

		2022	2021
	Activity	£	£
Grants - restricted	Seeing the Bigger Picture	8,927	105,967
Grants - unrestricted	Core Services	18,963	93,834
Grants - restricted	Children and Young People's Programme	6,020	48,990
Grants - restricted	Independent Age	14,870	-
Grants - restricted	Outreach and Progression	13,989	23,643
Grants - restricted	VCF Emergency Covid-19	-	7,204
Grants - restricted	Delivering Differently	-	27,887
Grants - restricted	Tech For Success	18,608	57,850
Grants - restricted	CAF Resilience	54,993	36,570
Grants - restricted	Lift and Basement Project	207,800	-
Service users Income - unrestricted	Core Services	28,705	13,349
Goods for resale - unrestricted	Core Services	1,714	1,066
Sundry Income - unrestricted	Core Services	-	5,813
		<u>374,589</u>	<u>422,173</u>

4. INCOME FROM TRADING ACTIVITIES

	2022	2021
	£	£
Fundraising	5,080	12,951
Hall hire	31,987	4,660
Rent received	30,744	26,178
	<u>67,811</u>	<u>43,789</u>

Income earned from trading activities was £67,811 (2021: £43,789) of which £67,811 was unrestricted (2021: £43,789) and £nil was restricted (2021: £nil).

5. INVESTMENT INCOME

	2022	2021
	£	£
Investment income	<u>22</u>	<u>15</u>

All of the Charity's investment income of £22 (2021: £15) is unrestricted.

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2022

6. RAISING FUNDS

	2022	2021
	£	£
AGM, Marketing costs and rebrand	2,129	5,721
Direct fundraising costs	7,505	1,816
	<u>9,634</u>	<u>7,537</u>

Of the total raising funds expenditure of £9,634 (2021: £7,537), £2,375 was in respect of restricted funds (2021: £4,694) and £7,259 was in respect of unrestricted funds (2021: £2,843).

7. CHARITABLE ACTIVITIES COSTS

	Direct costs	Governance (See note 8)	2022	2021
	£	£	Totals £	Totals £
Seeing the Bigger Picture	12,583	-	12,583	113,805
Core Services	321,430	9,410	330,840	260,031
Children and Young People Project	29,568	-	29,568	50,139
Independent Age	14,870	-	14,870	-
Outreach and Progression	20,927	-	20,927	23,778
VCF Emergency Covid-19	-	-	-	7,204
Delivering Differently	-	-	-	27,887
Tech For Success	36,313	-	36,313	38,412
CAF Resilience	46,648	727	47,375	36,614
Lift and Basement Project	350,742	-	350,742	-
	<u>833,081</u>	<u>10,137</u>	<u>843,218</u>	<u>557,870</u>

Of the total charitable activities' costs of £843,218 (2021: £557,870), £510,003 was in respect of restricted funds (2021: £297,839), £317,510 was in respect of unrestricted funds (2021: £244,625) and £15,405 in respect of endowment funds (2021: £15,406).

8. GOVERNANCE COSTS

	2022	2021
	£	£
Accountancy fees	4,463	6,100
Health & Safety	1,228	5,541
HR fees	3,066	3,065
Independent Examiner fee	990	990
Payroll fees	390	390
	<u>10,137</u>	<u>16,086</u>

Of the total governance costs of £10,137 (2021: £16,086), £727 was in respect of restricted funds (2021: £2,857) and £9,410 was in respect of unrestricted funds (2021: £13,229).

9. TRUSTEES' REMUNERATION AND BENEFITS

The Charity Trustees were not paid or received any other benefits from employment with the Charity in the year (2021: £nil) neither were they reimbursed expenses during the year (2021: £nil).

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2022

10. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	260,694	294,663
Social security costs	18,015	20,216
Pension costs	<u>12,400</u>	<u>14,323</u>
	<u>291,109</u>	<u>329,202</u>

One employee had employee benefits in excess of £60,000 in the £60,000- £90,000 band (2021: None).

Pension costs are allocated to activities in proportion to the related staffing costs incurred.

The Senior Management Team of the Charity comprises of the Trustees and those detailed on page 1 of the Trustees report. The total employee benefits of the key management personnel of the Charity were £123,653 (2021: £145,440).

11. STAFF NUMBERS

The average monthly number of employees (including casual and part time staff) during the year was as follows:

	2022 Numbers	2021 Numbers
Senior Management Team	3	4
Other Direct Charitable Staff	<u>8</u>	<u>10</u>
	<u>11</u>	<u>14</u>

12. PENSION COSTS

The company has a defined contribution pension scheme, which all employees are entitled to join. The company contributes 5% and the employees contributed 5% and employees may make further additional voluntary contributions.

During the year ended 31 March 2022, the Charity's total contributions amounted to £12,400 (2021: £14,323).

The Trustees are satisfied that any foreseeable change in employer's contributions can be budgeted for without detriment to the Charity's on-going activities.

13. TRANSACTIONS AND RELATED PARTIES

None of the Trustees received remuneration from their work with the Charity as Trustees. However, the Charity's Chair leads an activity at Croydon Vision and charges the organisation at a substantially reduced rate. Any connection between a Trustee or Senior Manager of the Charity with Service User, external contractor or supplier of services must be disclosed to the full Board of Trustees in the same way as any other contractual relationship with a related party.

There were no other material related party transactions during the period.

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2022

14. TANGIBLE FIXED ASSETS

	Freehold Property Unrestricted £	Freehold Property Endowment £	Other Assets £	Totals £
COST/VALUATION				
At 1 April 2021	344,581	1,155,419	162,047	1,662,047
Additions	-	-	-	-
Disposal	-	-	-	-
At 31 March 2022	<u>344,581</u>	<u>1,155,419</u>	<u>162,047</u>	<u>1,662,047</u>
DEPRECIATION				
At 1 April 2021	27,446	92,033	123,467	242,946
Charge for year	4,595	15,405	17,250	37,250
Eliminated on disposal	-	-	-	-
At 31 March 2022	<u>32,041</u>	<u>107,438</u>	<u>140,717</u>	<u>280,196</u>
NET BOOK VALUE				
At 31 March 2022	<u>312,540</u>	<u>1,047,981</u>	<u>21,330</u>	<u>1,381,851</u>
At 31 March 2021	<u>317,135</u>	<u>1,063,386</u>	<u>38,580</u>	<u>1,419,101</u>

Valuation of the Freehold Property

A revaluation of the freehold property was carried out in May 2015 by an external firm of valuers and property was valued on an "existing use" basis at £1,500,000. This was split between £500,000 land and £1,000,000 buildings.

Endowment Funds

In previous years, £500,000 of the freehold property was originally regarded by the Charity Commission as a permanent endowment and therefore restricted. At the time of the last valuation before May 2015, the freehold buildings had a total net book value of £649,115. So using the fraction £500,000/£649,115 the restricted proportion is calculated at £1,047,981 net book value as at 31 March 2022 (2021: £1,063,386).

15. FIXED ASSET INVESTMENTS

	£ Listed Investments	£ Totals
MARKET VALUE		
At 1 April 2021	458	458
Additions	-	-
Disposals	-	-
Revaluation	-	-
At 31 March 2022	<u>458</u>	<u>458</u>

The remaining non-UK listed investments are 135 shares in Banco Santander, S.A. shares of €0.50 nominal value. Revaluation was considered to be immaterial due the small value of the shares held.

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Other debtors	130,704	11,537
Accrued income	<u>29,800</u>	<u>29,800</u>
	<u>160,504</u>	<u>41,337</u>

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Trade creditors	14,166	5,819
Deferred income	56,240	44,014
Tax and social security	4,466	-
Other creditors and accrued expenses	<u>82,213</u>	<u>6,646</u>
	<u>157,085</u>	<u>56,479</u>

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Current year information for the net assets between funds:

				2022	2021
	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds £	Total Funds £
Fixed assets	333,870	-	1,047,981	1,381,851	1,419,101
Investments	458	-	-	458	458
Current assets	178,036	141,291	-	319,327	521,914
Current liabilities	<u>(23,412)</u>	<u>(133,673)</u>	<u>-</u>	<u>(157,085)</u>	<u>(56,479)</u>
	488,952	7,618	1,047,981	1,544,551	1,884,994

Comparative year information for the net assets between funds:

				2021	2020
	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds £	Total Funds £
Fixed assets	352,821	2,894	1,063,386	1,419,101	1,439,570
Investments	458	-	-	458	458
Current assets	434,987	86,927	-	521,914	517,603
Current liabilities	<u>(10,778)</u>	<u>(45,701)</u>	<u>-</u>	<u>(56,479)</u>	<u>(39,288)</u>
	777,488	44,120	1,063,386	1,884,994	1,918,343

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

19. MOVEMENT IN FUNDS – Current Year

	At 1/4/21 £	Net movement in funds £	Transfers between funds £	At 31/3/22 £
Unrestricted funds				
General fund – Free reserves	352,802	(133,272)	(43,118)	176,412
Designated funds				
Designated fund – Freehold building	317,135	(4,595)	-	312,540
Designated fund – Lift project	107,551	-	(107,551)	-
	777,488	(137,867)	(150,669)	488,952
Restricted funds				
Children and Young People's Project	23,548	(23,548)	-	-
Croydon Relief in Need - Outreach Project	1,836	(6,938)	5,102	-
BIG Lottery - Seeing the Bigger Picture	3,656	(3,656)	-	-
Big Lottery - Tech For Success	15,080	(17,705)	2,625	-
CAF Resilience	-	7,618	-	7,618
Independent Age	-	-	-	-
Lift and Basement Project	-	(142,942)	142,942	-
	44,120	(187,171)	150,669	7,618
Endowment funds				
Freehold Building	1,063,386	(15,405)	-	1,047,981
	1,063,386	(15,405)	-	1,047,981
TOTAL FUNDS	<u>1,884,994</u>	<u>(340,443)</u>	<u>-</u>	<u>1,544,551</u>

Net movement in funds for the current year are as follows:

	Income £	Expenses £	Movement in funds £
Unrestricted funds			
General fund	187,202	(325,069)	(137,867)
Designated fund – Lift project	-	-	-
	187,202	(325,069)	(137,867)
Restricted funds			
Children and Young People's Project	6,020	(29,568)	(23,548)
Croydon Relief in Need - Outreach Project	13,989	(20,927)	(6,938)
BIG Lottery - Seeing the Bigger Picture	8,927	(12,583)	(3,656)
Big Lottery - Tech For Success	18,608	(36,313)	(17,705)
CAF Resilience	54,993	(47,375)	7,618
Independent Age	14,870	(14,870)	-
Lift and Basement Project	207,800	(350,742)	(142,942)
	325,207	(512,378)	(187,171)
Endowment funds			
Freehold Building	-	(15,405)	(15,405)
	-	(15,405)	(15,405)
TOTAL FUNDS	<u>512,409</u>	<u>(852,852)</u>	<u>(340,443)</u>

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

NOTES TO THE FINANCIAL STATEMENTS – continued
FOR THE YEAR ENDED 31 MARCH 2022

19. MOVEMENT IN FUNDS – Previous Year

Comparative year information:

	At 1/4/20 £	Net movement in funds £	Transfers between funds £	At 31/3/21 £
Unrestricted funds				
General fund – Free reserves	205,602	(18,927)	166,127	352,802
Designated funds				
Designated fund – Freehold building	321,729	(4,594)	-	317,135
Designated fund – Minibus	50,000	-	(50,000)	-
Designated fund – Lift project	107,551	-	-	107,551
	684,882	(23,521)	116,127	777,488
Restricted funds				
Children and Young People's Project	24,413	(1,149)	284	23,548
Croydon Relief in Need - Outreach Project	1,971	(135)	-	1,836
BIG Lottery - Seeing the Bigger Picture	(6,126)	(8,174)	17,956	3,656
Seven-Seater Vehicle	13,000	-	(13,000)	-
Croydon Council - VCF Emergency Covid-19	-	-	-	-
London Funders - Delivering Differently	-	-	-	-
Big Lottery - Tech For Success	-	15,080	-	15,080
CAF Resilience	-	(44)	44	-
	33,258	5,578	5,284	44,120
Endowment funds				
Freehold Building	1,078,792	(15,406)	-	1,063,386
Investment fund	121,411	-	(121,411)	-
	1,200,203	(15,406)	-	1,063,386
TOTAL FUNDS	<u>1,918,343</u>	<u>(33,349)</u>	<u>-</u>	<u>1,884,994</u>

Net movement in funds for the prior year are as follows:

	Income £	Expenses £	Movement in funds £
Unrestricted funds			
General fund	223,947	(242,874)	(18,927)
Designated fund – Freehold building	-	(4,594)	(4,594)
	223,947	(247,468)	(23,521)
Restricted funds			
Children and Young People's Project	48,990	(50,139)	(1,149)
Croydon Relief in Need - Outreach Project	23,643	(23,778)	(135)
BIG Lottery - Seeing the Bigger Picture	105,967	(114,141)	(8,174)
Croydon Council - VCF Emergency Covid-19	7,204	(7,204)	-
London Funders - Delivering Differently	27,887	(27,887)	-
Big Lottery - Tech For Success	57,850	(42,770)	15,080
CAF Resilience	36,570	(36,614)	(44)
	308,111	(302,533)	5,578
Endowment funds			
Freehold Building	-	(15,406)	(15,406)
	-	(15,406)	(15,406)
TOTAL FUNDS	<u>532,058</u>	<u>(565,407)</u>	<u>(33,349)</u>

20. FUND DESCRIPTION

Unrestricted Funds

General Fund

This fund is held to meet the day-to-day activities of the Charity in line with the Charity's objectives. This fund has been raised through donations, legacies and grants from Trusts and Foundations.

Designated Funds

Freehold Building

This fund is held to match the unrestricted element of the Charity's freehold buildings. The unrestricted portion of the building has a net book value at 31 March 2022 of £312,540 see note 14, page 29 for further details).

Other Movements in Funds in the current year £150,669

£142,942 – transfer to the Lift and Basement project. This made up of £107,551 from the Designated Lift Project fund set up last year and the remaining £35,391 from general funds.

£5,102 - transfer to Outreach project (Croydon Relief in Need) to match the overspends.

£2,625 - transfer to the Tech for Success project to match the overspends identified in the final report

20. FUND DESCRIPTION - continued

Endowment Funds

Freehold Building

In previous years, £500,000 of the freehold property was originally regarded by the Charity Commission as a permanent endowment and therefore restricted. At the time of the last valuation before May 2015, the freehold buildings had a total net book value of £649,115. So using the fraction £500,000/£649,115 the restricted proportion is calculated at £1,047,981 net book value as at 31 March 2022 (2021: £1,063,383).

Restricted Funds

Children and Young People's Project

Children & Young People – Building confidence through Fun

Children living with sight loss are often unable to access mainstream activities, which can result in a lack of confidence. We're all about taking that on. Croydon Vision's younger members, who range from 3 years old right up to 18, are all visually impaired or blind and some also have additional needs, such as physical or learning disabilities. But that's not the focus here.

Our focus is helping them to live without being defined by their sight loss.

The activities our younger members participate in through Croydon Vision are designed to challenge and stimulate them, while meeting their specific needs:

- Building self-esteem, independence, and confidence
- Boosting social and communication skills
- Making new friends who have shared experiences and challenges

Croydon Relief in Need - Outreach Project

It was such a blessing when Croydon Relief in Need provided us with funding for year 2, to continue meeting the emerging needs of our members who are unable to attend activities at Croydon Vision and may be in need of short-term home support. This project is focused at walking the journey with each member from dependence to living independent lives. Outreach & Progression focuses on the below:

1. Reducing poverty and improving well-being
2. Improved inclusion and empowerment; building confidence to self-advocate
3. Improved eye health awareness and action amongst members, the public, particularly those at heightened risk, thus reducing preventable blindness

BIG Lottery - Seeing the Bigger Picture

The aim of this project is to improve the ability of blind and partially sighted people in Croydon to fully participate in society over a three-year period and beyond. Croydon Vision is doing this through early intervention, providing support to re-learn daily living tasks and 'Putting People In the Lead' ('coproduction') centring beneficiaries in project design, steering, volunteering, and buddying. The project creates a hub for people with sight loss in the local area, facilitated by the new resource centre, providing tech training, and promoting independence.

This project has since come to an end April 2021, an evaluation report was undertaken by an external consultant. BIG Lottery were extremely pleased with the progress which can be found in annual account 2020-21.

20. FUND DESCRIPTION - continued

Restricted Funds

BIG Lottery - Tech for Success

This project was borne out of crisis, it emerged following adaption of our strategic launch in 2020. From hosting the launch on face book, members requested for **virtual events** and more **tech training**. 60% more members wanted to upskill in technology, both home visits and by phone. The demand exceeded resources and therefore, this fund enabled us to reach more members and upskill using technology. We were able to build a tech studio, expand our tech team and create a library platform for replay videos, after Facebook live events.

Independent Age (Over 65)

The independent age funded 50 new members (Over 65) to better understand their eye condition and becoming active - reduced social isolation and improved health conditions.

How?

Through the Advice & Advocacy Officer liaising with Moorfields Croydon monthly, to work collaboratively and improve "missed" appointments by members/new referrals. Working with sensory impairment team (Croydon council), a quicker referral process to bridge the 8-10mths waiting time, thereby reducing the effect of depression and seclusion.

We provide a living with sight loss workshop quarterly, introducing newly diagnosed individual and family/carer to services within Croydon Vision, including talking therapies.

50 members reported increased wellbeing and satisfaction with overall health, thereby increasing the amount of walk they do outside the house. Transport members to participate in weekly keep fit or dance sessions to promote healthy living. In addition, provide a healthy 2 course lunch: twice weekly - first 6weeks at no cost.

50 members self-reported improved skills to use low vision equipment or technology thus improving self-confidence, independence, and reduced risks of falls. 6 introductory IT sessions to 25 new members; using an agreed personal development plan. As well as members becoming trained ambassadors, volunteering at Croydon Vision and the community as advocates for sight loss.

20. FUND DESCRIPTION - continued

CAF Resilience Fund – Phase 2 (enabling organisations to adapt and thrive)

Croydon Vision was awarded through CAF phase 2 programme in October 2021. The fund is by The Department for Digital, Culture, Media, and Sport (DCMS) as part of its Community Match Challenge and kindly matched by the Covid 19 Support Fund created by the insurance and long-term insurance industry.

The CAF Resilience Fund is focused on those individuals and communities hardest hit by the Covid 19 pandemic. Phase 1 launched in November 2020 and saw the distribution of £20million of emergency funding to help organisations survive and deliver rapid relief from the impact of the pandemic. Phase 2 launched in the summer of 2021 and is providing grants and tailored support to enable organisations to adapt and thrive; continuing to deliver vital local services whilst also building organisational resilience.

Our project is twofold, the Lost 500 as well as funds towards our lift and building work.

In 2020, we discovered an additional 527 people in Croydon with sight loss, residents failed by statutory bodies, the local council filed for bankruptcy. 64% are working age; housebound 5,7 years, suicidal, sight loss deteriorating - the stories are quite upsetting! CAF funding supports 30% of the cost to risk assess the 527 and provide intensive support whilst we pursue additional funds to reach everyone because people with sight loss need to be assured that they are not alone.

The 30% of people that are joining our vibrant community tap into peer support, learn and share – hope is birthed.

We do this by:

- Unlocking each person's potential with agreeable personal development plan.
- To improve eye health by encouraging access to eye clinics.
- To improve social mobility through education, upskilling, and rebuilding lives
- Teach a man to fish (route to employment, self-employed, apprenticeship)
- People to thrive in their society; become mentors, advocates for sight loss.

A Thank you acknowledgement to funders of Lift and Building work Jan to March 2022

A key priority for Croydon Vision was to make improvements to our 4-storey building, giving members access to relevant activities regardless of physical capabilities. Our member led approach enables members to regularly evaluate and find ways of improving facilities and services, making sure they are 'fit for purpose'; to meet their ongoing needs.

Two of the key needs expressed by members (at an Away Day in November 2018 and at subsequent focus groups) are to improve accessibility of CV's underutilised building; through:

- (1) the installation of a lift and refurbishment; of the entire building to skill up and create
- (2) opportunities for new and improved services as well as additional revenue through rental hire.

Funder	£
Bernard Sunley	£10,000
BIG Lottery Funds	£10,000
CAF Resilience Fund	£31,800
Clothworkers Foundation	£88,500
Edward Gostling Foundation	£10,000
Screwfix Foundation	£5,000
Span Trust	£2,500
Wolfson Foundation	£50,000
Total	£207,800

21. CAPITAL COMMITMENTS

The Charity has authorised and contracted for expenditure of £Nil.

**CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022**

	2022	2021
	£	£
Voluntary income		
Donations	19,148	13,242
Grants and service level contracts	49,839	49,839
Legacies, Bequests, and in Memory	<u>1,000</u>	<u>3,000</u>
	69,987	66,081
Incoming resources from charitable activities		
Service users' income	28,705	13,349
Grants	344,170	401,945
Goods for resale	1,714	1,066
Sundry income	<u>-</u>	<u>5,813</u>
	374,589	422,173
Activities for generating funds		
Fundraising events	5,080	12,951
Hall hire	31,987	4,660
Rent received	<u>30,744</u>	<u>26,178</u>
	67,811	43,789
Investment Income		
Dividends	<u>22</u>	<u>15</u>
	22	15
Other Income		
Sundry income	<u>-</u>	<u>-</u>
Total incoming resources	512,409	532,058
Fundraising costs		
AGM, Marketing costs and rebrand	2,129	5,721
Direct fundraising costs	<u>7,505</u>	<u>1,816</u>
	9,634	7,537
Charitable activities		
Staff Salaries	291,109	329,202
Team Training (staff and volunteers)	6,787	10,009
Staff Recruitment	6,976	89
Contract Staff	16,722	19,619
Staff Travelling and Meetings	1,363	744
Consultancy	1,211	2,469
Depreciation	37,250	39,418
Direct Projects expenses	33,592	39,227
Flat expenses	8,275	1,395
Hall expenses	497	461
IT and website	8,695	16,143
Office Administration	32,787	25,378
Premises expenses	29,761	35,020
Building Enhancement	6,400	-
Lift project	350,742	19,353
Volunteer expenses	<u>914</u>	<u>3,257</u>
	833,081	541,784

This page does not form part of the statutory financial statements

CROYDON VOLUNTARY ASSOCIATION FOR THE BLIND
(A CHARITABLE INCORPORATED ORGANISATION)

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022

	2022	2021
	£	£
Governance costs		
Accountancy fees	4,463	6,100
Health & Safety	1,228	5,541
HR fees	3,066	3,065
Independent Examiner fee	990	990
Payroll fees	390	390
	<u>10,137</u>	<u>16,086</u>
Total resources expended	852,852	565,407
	<u> </u>	<u> </u>
Operating (Deficit)	<u>(340,443)</u>	<u>(33,349)</u>

This page does not form part of the statutory financial statements